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# **Leadership + Management**

**Making the Switch from Player to Coach**

**Facilitator:**

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# Facilitator

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- Work history includes:
  - Consultant; Senior Consultant; Lead Consultant; VP; SVP; Partner @ KCI (13 yrs)
  - Director of Advancement @ Rothesay Netherwood School
  - Director of Development @ Appleby College
  - Alumni Officer; Manager of Annual Fund Programs @ University of Guelph
  - Teacher, Secondary School (science, math, business)
  - Marketing Communications Consultant, Guelph
- Education:
  - BSc in Zoology (University of Guelph)
  - BEd Science (University of Toronto)
  - MBA in Marketing/Technology (McMaster University)
  - Nonprofit Governance, Institute of Corporate Directors



# Making the switch from Player to Coach

- Growing both your leadership abilities and management skills is critical for your success.
- Many excellent fundraisers come into management roles without any formal training in either leadership or management...and often aren't sure how best to grow these skills.
- In this session we'll discuss the differences between 'leading' and 'managing', and share practical tools and approaches to help you grow these skills.

# Management vs Leadership: What's the Difference?

# Leadership vs Management

## ...according to experts

- “Management is doing things right; leadership is doing the right things.” ~ *Peter Drucker*
- “The conventional definition of management is getting work done through people, but real management is developing people through work.” ~ *Agha Hasan Abedi*
- “Management is, above all, a practice where art, science, and craft meet.” ~ *Henry Mitzberg*

# The Key Differences Between Leading and Managing

John Kotter

The Key Differences  
between Leading and  
Managing

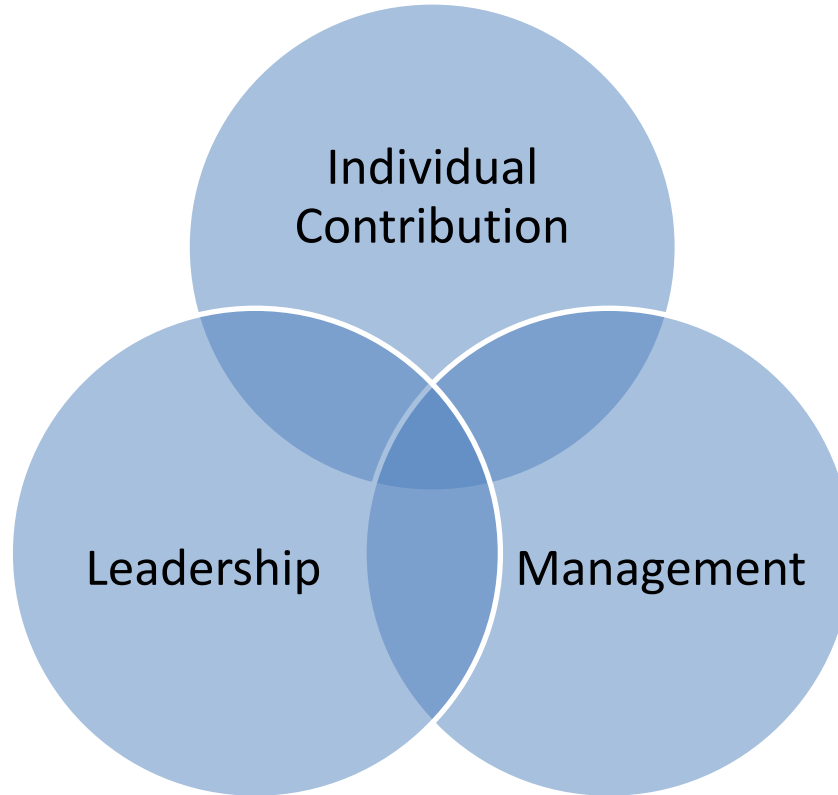
<https://www.youtube.com/watch?v=SEfgCqnMI5E>

Length: 4:23

# The Difference Between Leadership and Management

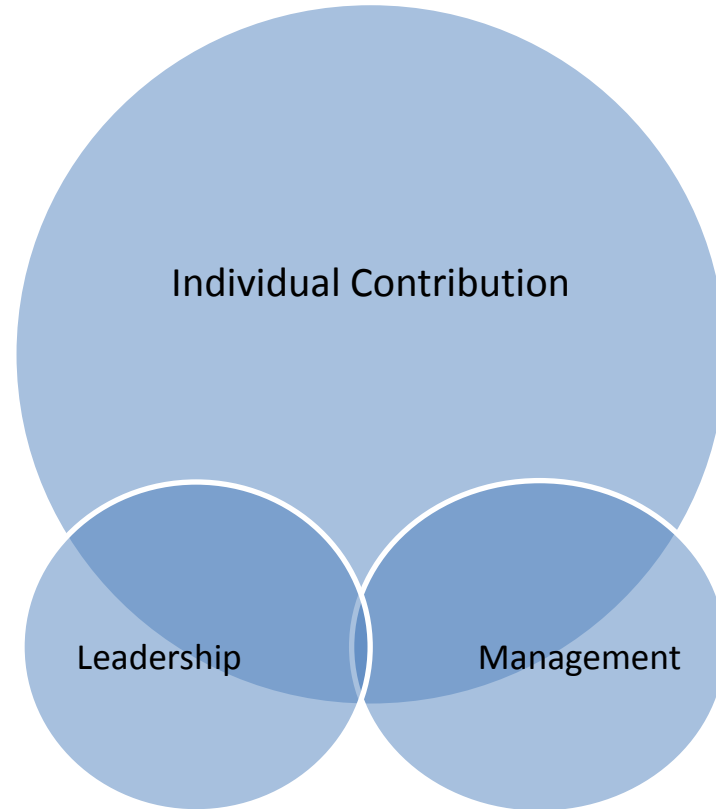
	Leadership is About ... Coping With Change	Management is About ... Coping With Complexity
What are we setting out to do?	<p>➤ <b>Establishing Direction</b> Developing a vision and strategies to achieve that vision; setting high but reasonable standards.</p>	<p>➤ <b>Planning and Budgeting</b> Establishing detailed steps and timetables and allocating resources.</p>
How do we deliver results?	<p>➤ <b>Aligning People</b> Communicating direction to influence creation of teams and coalitions that understand vision and strategy.</p>	<p>➤ <b>Organizing and Staffing</b> Establishing a structure to achieve the plan; delegating authority and providing policies and processes.</p>
How do we make it happen?	<p>➤ <b>Motivating, Mentoring, Inspiring</b> Energizing people to develop and overcome barriers to change.</p>	<p>➤ <b>Controlling and Problem Solving</b> Monitoring and organizing.</p>
What are the outcomes?	<p>➤ <b>Producing Change</b> Often to a dramatic degree, such as cultivating new services and new approaches.</p>	<p>➤ <b>Producing Predictability and Order</b> Consistently achieving budgets and targets.</p>

# Management vs Leadership: Distinct but overlapping responsibilities



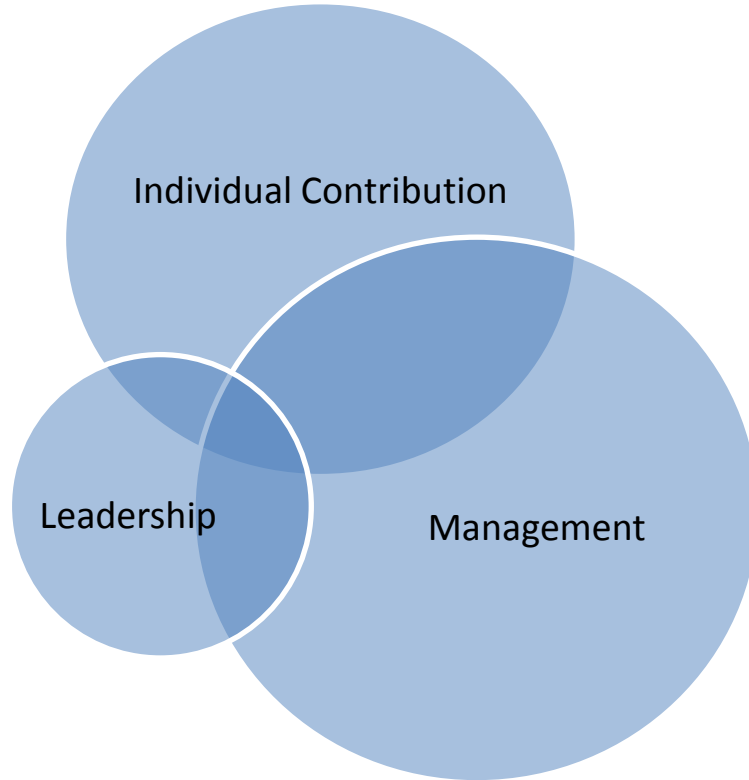


# Management vs Leadership: Distinct but overlapping responsibilities



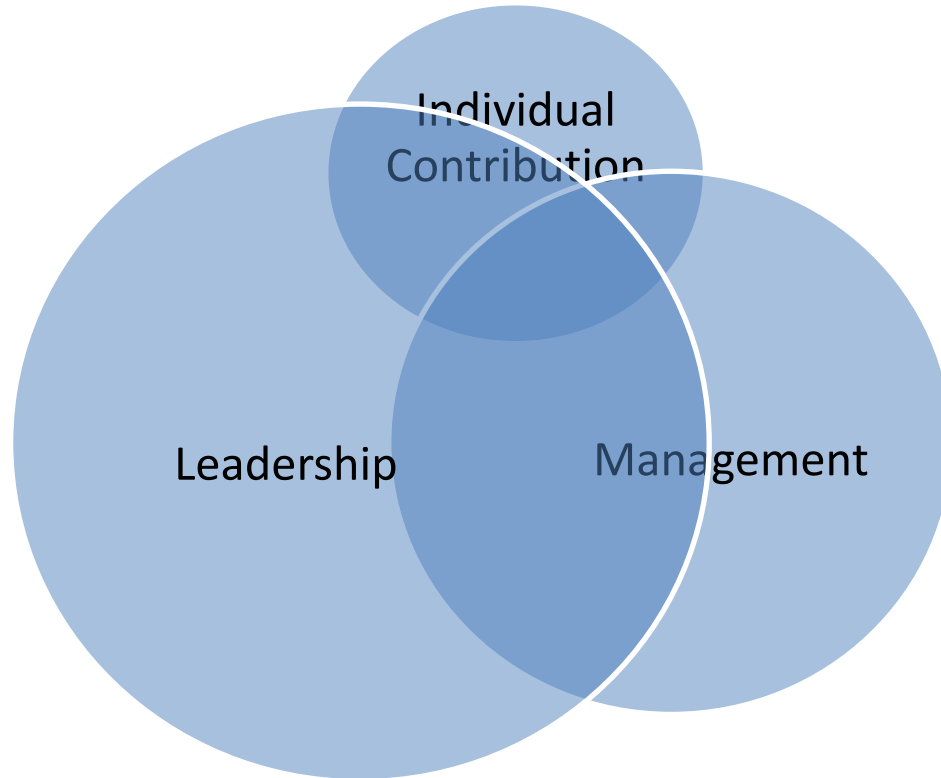
**A major gifts officer**

# Management vs Leadership: Distinct but overlapping responsibilities



**A typical mid-level  
fundraising manager**

# Management vs Leadership: Distinct but overlapping responsibilities



**The average CEO**

# Exploring the concept of Management

# What is Management?

*Set of behaviours which ensure the right things get done*

- Management in all **business and organizational activities** is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.
- Management comprises: planning, organizing, staffing, leading or directing, and controlling an organization or effort for the purpose of accomplishing a goal.
- Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system.
  - *This view opens the opportunity to 'manage' oneself, a pre-requisite to attempting to manage others.*

# What is Management?

How do people learn to become managers?

Combination of knowledge + practical experience

- University courses (continuing education or degree)
  - Overall management programs
  - Courses in specific management competency areas
- Community College programs
- Workshops (community groups, professional orgs)
- Books, articles, magazines, blogs, pod casts
  - Any favourites?
- Other ideas?

# Management Competencies

Competency	Examples of Subjects / Courses
Planning	Strategic Planning Operational Planning
Budgeting	Finance & Budget management
Organizing	Organizational Behaviour & Design Project Management Infrastructure management (IT, facilities, etc.) Business Communication
People Management <i>(self, staff, peers, boss, volunteers)</i>	Human Resources Compensation HR Law & Hiring Training & Coaching Delegation & Supervision Giving & taking feedback Performance Management Managing in a unionized environment
Controlling	Reporting & Results Analysis Performance monitoring
Problem Solving	Change management Issues/Crisis management Data driven decision making

**What is  
Leadership?**



# Imagine Leadership

<http://www.youtube.com/watch?v=TuuTIQ0FzEU>

Length: 6:05

# Leadership Competencies

Competency	Examples of abilities
Establishing Direction	Vision Laying out strategies Articulating ambitious goals
Aligning People	Communicating vision Instilling trust Influencing creation of teams & coalitions
Motivating, Mentoring, Inspiring	Fanning the flames of passion and creativity Energizing people to overcome barriers Celebrating success Leading by example Leading with Emotional & Social Intelligence
Producing change	Cultivating new ideas, services, and approaches Taking calculated risks Learning from failures

# Emotional & Social Intelligence

## IQ

- Intellect
- 'Threshold' capability for executives
- Cannot be learned
- Can be reinforced

## EQ

- Personal capabilities or competencies
- Typifies outstanding leaders
- Can be learned
- Not nice to have... but need to have

## SI

- Your success depends on others being successful
- Listening & paying attention to what's said
- Rapport, empathy, & skilled interaction with others

Understanding emotional intelligence.

**Can leadership  
be learned?**

# Crucial Competence:

## Emotional and Social Intelligence in Leadership

### CRUCIAL COMPETENCE

Building Emotional & Social Leadership

Goleman, Boyatzis, Davidson, Druskat, and Kohlrieser



<https://www.youtube.com/watch?v=heRCxqQmrGQ>

Length: 2:44

# Leadership Myths

- ▶ Leaders are born, not made
- ▶ True leaders are charismatic extroverts
- ▶ Leadership depends on your position/title
- ▶ Leaders are always “on”
- ▶ Leadership is about being liked
- ▶ Leadership is a scheduled event
- ▶ Others....?

**Your Career is  
a Journey**

# Finding professional purpose is part of your journey through life





# Designing your Personal Management Growth Plan

- ▶ In which of the core management competencies do you have a strong knowledge base?
- ▶ In which do you have strong practical experience?
- ▶ In which areas do you have 'gaps' in knowledge or experience?
- ▶ How do you best learn? (consider for each area)
- ▶ Where can you look for info or learning opps?
- ▶ How can you gain practical experience?

# Personal Management Growth Plan

Competency	Examples of Subjects / Courses	Rank your knowledge (1-5, 5=expert)	Rank your skill (1-5, 5=expert)	SUM / Gap	Learning priority	Timeline	Best Learning Method	Learning location
Planning	Strategic Planning							
	Operational Planning							
Budgeting	Finance							
	Budget Management							
	Financial Accounting							
Organizing	Organizational Behaviour							
	Project Management							
	IT Management							
	Facility Management							
	Program Management							
	Business Communication							
People Management	Human Resources							
	HR Law							
	Hiring & interviewing							
	Employee Engagement & Retention							
	Compensation							
	Giving & taking feedback							
	Training & Coaching							
	Performance Management							
	Delegation & Supervision							
	Managing Up to your Boss							
	Volunteer Management							
	Nonprofit Board Governance							
Controlling	Managing in a unionized environment							
	Financial reporting							
	Impact reporting							
	Analysis							
	Performance monitoring							
Problem Solving	Data driven decision making							
	Change management							
	Issues/Crisis management							

# What is your plan to gain practical Management experience?

Some ideas include:

- Volunteering to serve on or lead a project
- Asking your manager to help you learn
- Taking on a temporary growth opportunity
  - Temporary parental leave contract
  - Take on part of someone's duties for a period of time
- Taking a lateral move into a different area
- Set up an internal exchange / buddy up in your org
- Volunteering for a charitable organization
- Other ideas?

# Mentors & Role Models

- What kind of manager do you want to be?
- Look at management role models from your past or current positions
- Who are your 'go to' people when you get in sticky situations?
- How do you identify and find mentors?
- Formal vs Informal mentors
- Modelling behaviour for others

# Food for thought:

## Common Management Mistakes

1. Not transitioning from worker to manager, from friend to boss
2. Lack of clear goals and expectations...for yourself and for others
3. Failing to delegate...
4. Failing to follow up when you do delegate
5. Failing to communicate...with your boss, with your team
6. Not making time for employees
7. Not recognizing employee success...or taking credit for it
8. Failing to learn from your mistakes...or theirs, which are actually yours, since they work for you...
9. Resisting change...there is more than one 'right' idea
10. Going for the quick fix over the lasting solution
11. Failing to understand that your 'first team' is the organization
12. Not seeing your peers as your support team and partners...it is not a competition between departments

# Designing your Personal Leadership Growth Plan

- ▶ How can you show leadership in your current role and position in the organization?
- ▶ Assess your emotional and social intelligence
  - ▶ In which areas are you stronger? Weaker?
- ▶ Consider working with a leadership coach when you take on a big leadership role, or when you are struggling
- ▶ Consider your communication style and skills
  - ▶ Consider Toastmasters or other development

# Demonstrating Leadership regardless of your position

- ▶ Deliver superior performance, consistently
- ▶ Display a positive attitude, always
- ▶ Be an exceptional team player and 'follower'
- ▶ Volunteer to lead projects and join initiatives
- ▶ Become a well-rounded generalist
- ▶ Own your failures/mistakes...and learn from them
- ▶ Think strategically, and see the big picture at every turn
- ▶ Watch others, assess, listen, learn
- ▶ Be incredibly self aware

# Worth thinking about.

- How we see ourselves is not always how others see us...and in the workplace their views matter more
- Be brutally honest with yourself about what you're great at, and what you need to work on
- Temper your ambition with patience
  - If your supervisor doesn't think you're ready, but you do...that is a good time to ask WHY, and listen carefully to the answer
- Take responsibility for your own growth & learning
  - Our employers are our partners in this journey, because it's in their best interests...but....
  - If your employer cannot or will not invest in you, then invest in yourself!



# Questions?

[kciphilanthropy.com](http://kciphilanthropy.com)  
[kcitalent.com](http://kcitalent.com)

**KCI**  
What's Next.